

Message

From: Thomas Hartung [thartun1@jhu.edu]
Sent: 8/27/2015 10:40:41 AM
To: Thomas Hartung [thartun1@jhu.edu]; mandersen@thehamner.org; tara.bartonmaclaren@hc-sc.gc.ca [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c425d09ee9e6481bb6635585f3b16ead-tara.bartonmaclaren@hc-sc.gc.ca]; rbascom@psu.edu; Kim_boekelheide@brown.edu; Leon Bruner [LBruner@gmaonline.org]; Warren.casey@nih.gov; rcurrent@iivs.org; Dix, David [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c8006c73e3d34ba4af6bf16c1e85fda7-Dix, David]; membry@ilsil.org; Suzanne.Fitzpatrick@fda.hhs.gov; Dianne.garnes@novartis.com; james.j.freeman@exxonmobil.com; agasp001@umaryland.edu; mglidden@societyforscience.org; thartung@jhsph.edu; awallacehayes@comcast.net; eric.hutchinson@nih.gov; drjuberg@dow.com; aklingenstein@gmail.com; dkrewski@uottawa.ca [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ef67228b71b04e6eb857fc18e459b5bf-dkrewski@uo]; mary_mcbride@agilent.com; naciff.jm@pg.com; motieno@its.jnj.com; Bernard.robair@mcgill.ca; nrrose@jhsph.edu; arowan@humanesociety.org; Thomas.singer@roche.com; psivac@ifraorg.org; David.steup@shell.com; Tennekoon@email.chop.edu; Thomas, Russell [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=12f119e7a3ee447499f3d6ab5d20daeb-Thomas, Rus]; eve@bernicebarbour.org; scooksey@gmaonline.org; mvey@ifraorg.org; Carl.westmoreland@unilever.com; dwilcox@rifm.org; Jim Yager [jyager1@jhu.edu]; nalepee@rd.loreal.com; sonja.v-aulock@uni-konstanz.de; b.blaauboer@uu.nl; karin.blumer@novartis.com; alexander.buerkle@uni-konstanz.de; francesca.caloni@unimi.it; Mardas.daneshian@uni-konstanz.de; ulrich.deschl@boehringer-ingenheim.com; daniel.dietrich@uni-konstanz.de; fpg@altex.ch; jaworska.j@pg.com [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=0ea82ca5d8a44f18b6c9a7e6616aba8f-jaworska.j@pg.com]; Lisbeth E. Knudsen [liek@sund.ku.dk]; harald.krug@empa.ch; Marcel.leist@uni-konstanz.de; manfred.liebsch@gmx.de; f.ohl@uu.nl; walter.pfaller@gmail.com; roman.kolar@tierschutzakademie.de; Donald.Prater@fda.hhs.gov; k.reid@eurogroupforanimals.org; wriedel@bioservice.com; michael.schwarz@uni-tuebingen.de; tseidle@hsi.org; Thomas.singer@roche.com; andrea.seiler@bfr.bund.de; bennard.ravenzwaay@basf.com; Horst.Wenck@Beiersdorf.com; Martin.winter@cetics-ht.com; raija.bettauer [raija.bettauer@verizon.net]
Subject: Re: CAAT Evaluation
Attachments: 3EA360E1-79A4-488F-ABD5-75504118994B.png
Importance: High

Dear all,

Thank you so much for these flattering comments, which are an enormous help.
I would like to share below the additional statements received.

Best,

Thomas

I have had connections with CAAT in one way another since I took part in three symposia in Baltimore almost 25 years ago – in 1991, 1992 and 1995 – during Alan Goldberg's tenure as CAAT Director. I very much admired Alan's vision, energy and persistence in moving CAAT into the forefront for alternatives and 3R activities in the US. CAAT has a long legacy of important accomplishments in the alternatives space.

I have also served on the CAAT Board for several years and witnessed the expanding scope of CAAT activities since you succeeded Alan as the second Director. This evolution

of CAAT programs has highlighted the broader opportunities for CAAT in the 21st Century and also engaged the CAAT board to look to ways we can contribute to strengthening the CAAT portfolio. The enlarged scope of CAAT activities have already helped provide direction to many key national/international initiatives, not simply in promoting alternatives to animal testing, but in developing next generation tools to support application of toxicity pathway based risk/safety assessment, in moving forward with evidence based toxicology and in expanding CAAT into the EU. CAAT has done and continues to do great work. I am pleased to be associated with the Center.

Melvin E. Andersen, PhD, CIH, DABT, FATS

Charles E. Hamner Jr Distinguished Fellow

The Hamner Institutes for Health Sciences

Research Triangle Park, NC

CAAT did move mountains, what a wonderful feedback!

Dr. Thomas Singer PhD/DABT, SVP

Pharma Research and Early Development

Global Head Pharmaceutical Sciences

Roche Innovation Center Basel

Nowadays the most important things are „sustainability, protection of life and environment and the cooperation beyond country borders or even continental borders"! All this combines CAAT in a perfect sense. This institution supports the ideas of sustainability as it covers the important questions of toxicology of pharmaceuticals but also of environmental pollutants in a very sustainable and animal-saving way. Looking for the best way to test chemicals with a strong supporting activity of the 3R principles is the only way to go into the future! And to do it with the contemporaneous integration of two leading (sub)continents, North-America and Europe is unique and benchmarking. I will ever support these ideas and CAAT and wish this activity great success for the future!

Prof. Dr. Harald Krug

Empa, Switzerland

General Management – International Research Cooperations Manager

and Nanotoxicologist/Consultant, NanoCASE GmbH, Switzerland

We consider that CAAT is an important and highly influential contributor to the field of toxicology research. The CAAT platform also provides an indispensable place for the exchange ideas, views and strategies. We appreciate the innovative thinking and credibility the organization brings to the field. We wish you and your team continued success and influence going forward.

Leon H. Bruner DVM, PhD

Executive Vice President Science and Regulatory Affairs and Chief Science Officer

Grocery Manufacturer's Association

It is a pleasure to write a letter of support for CAAT. I do know this institution for years and follow its success story. It is the platform in the emerging field of alternative methods in toxicology bringing together scientists, regulators and other stakeholders in an extremely fruitful way. What I particularly like about this institution is that it brings up new ideas, things - as a colleague mentioned – often overseen and not always mainstream. Another very obvious strength of CAAT is its very powerful outreach, both to the general public and to politics. Finally – for me as a European scientist – the strong collaboration between CAAT USA and CAAT Europe, bridging both continents, is an important value generated by this institution. I wish you, Thomas and CAAT, a brilliant future; simply follow the lines that you have so nicely established.

Prof. Dr. Michael Schwarz
Head of Department of Toxicology
Eberhard Karls University

Tübingen Germany

I have had the privilege of working with Thomas and serving on the CAAT Advisory Board for the past three years and have been extremely impressed with the impact CAAT is having on the development and adoption of 3R methods and principals, both in the United States and internationally. CAAT is widely viewed as the “go-to” resource for the alternative methods community, and Thomas the de facto thought leader for the 3Rs. The work being conducted by CAAT, bringing together the broad spectrum of stakeholders (ag chem, pharma, academia, Federal Gov, etc.), is both unique and essential to advancing 3R principals and facilitating the adoption of alternative methods. Dr Hartung and CAAT have my full support and deepest gratitude.

Warren Casey, PhD, DABT

Director, NTP Interagency Center for the Evaluation of Alternative Toxicological Methods (NICEATM)

Executive Director, Interagency Coordinating Committee on the Validation of Alternative Toxicological Methods (ICCVAM)

NIH/NIEHS/NTP

The Johns Hopkins University Center for Alternatives to Animal Testing [CAAT] remains a key institution at the intersection of good science and animal welfare because through its various programs CAAT is actively working to improve science while at the same time insuring the best approaches for the welfare of those animals that must be used. This goal is further accomplished by the international platform CAAT offers to exchange viewpoints in the public arena where the scientific reality is often misunderstood and at times even abused.

Past successes have been outstanding but future successes will drive even better science using state of the art tools of molecular biology, chemistry and mathematics. The best to CAAT for continued success in these efforts.

A. Wallace Hayes, PhD, DABT, FATS, FIBiol, FACFE, ERT

Registered Toxicologist (France and EUROTOX registries)

Distinguished Fellow (American College of Toxicology)

Harvard School of Public Health

Michigan State University Center for Integrative Toxicology

Editor-in-Chief for Vision and Strategy, Food and Chemical Toxicology

From: Thomas Hartung <THartun1@jhu.edu>

Date: Monday, August 24, 2015 at 6:56 AM

To: Mel Andersen <MAnderсен@thehamner.org>, "tara.bartonmaclaren@hc-sc.gc.ca" <tara.bartonmaclaren@hc-sc.gc.ca>, "rbascom@psu.edu" <rbascom@psu.edu>, Kim Boekelheide <kim_boekelheide@brown.edu>, Leon Bruner <LBruner@gmaonline.org>, "Casey, Warren (NIH/NIEHS) [E]" <warren.casey@nih.gov>, Rodger Curren <rcurren@iivs.org>, David Dix <Dix.David@epa.gov>, "membry@ilsil.org" <membry@ilsil.org>, Suzie Fitzpatrick <suzanne.fitzpatrick@fda.hhs.gov>, "Dianne.garnes@novartis.com" <Dianne.garnes@novartis.com>, "james.j.freeman@exxonmobil.com" <james.j.freeman@exxonmobil.com>, "agasp001@umaryland.edu" <agasp001@umaryland.edu>, "mgliidden@societyforscience.org" <mgliidden@societyforscience.org>, Thomas Hartung <thartung@jhsph.edu>, "awallacehayes@comcast.net" <awallacehayes@comcast.net>, "eric.hutchinson@nih.gov" <eric.hutchinson@nih.gov>, "Juberg, Daland (DR)" <DRJuberg@dow.com>, Andy Klingenstein <aklingenstein@gmail.com>, "dkrewski@uottawa.ca" <dkrewski@uottawa.ca>, Mary McBride <mary_mcbride@agilent.com>, "naciff.jm@pg.com" <naciff.jm@pg.com>, "motieno@its.jnj.com" <motieno@its.jnj.com>, "Bernard.robair@mcgill.ca" <Bernard.robair@mcgill.ca>, "nrrose@jhsph.edu" <nrrose@jhsph.edu>, "arowan@humanesociety.org" <arowan@humanesociety.org>, Thomas Singer <thomas.singer@roche.com>, "psivac@ifraorg.org" <psivac@ifraorg.org>, "David.steup@shell.com" <David.steup@shell.com>, "Tennekoon@email.chop.edu" <Tennekoon@email.chop.edu>, "Thomas.Russell@epa.gov" <Thomas.Russell@epa.gov>, "eve@bernicebarbour.org" <eve@bernicebarbour.org>, "scooksey@gmaonline.org" <scooksey@gmaonline.org>, "mvey@ifraorg.org" <mvey@ifraorg.org>, "Carl.westmoreland@unilever.com" <Carl.westmoreland@unilever.com>, "dwilcox@rilm.org" <dwilcox@rilm.org>, Jim Yager <jyager1@jhu.edu>, Nathalie Alepee <nalepee@rd.loreal.com>, "sonja.v-aulock@uni-konstanz.de" <sonja.v-aulock@uni-konstanz.de>, Bas Blaauboer <b.blaauboer@uu.nl>, "karin.blumer@novartis.com" <karin.blumer@novartis.com>, "alexander.buerkle@uni-konstanz.de" <alexander.buerkle@uni-konstanz.de>, Francesca Caloni <francesca.caloni@unimi.it>, "Mardas.daneshian@uni-konstanz.de" <Mardas.daneshian@uni-konstanz.de>, "ulrich.deschl@boehringer-ingelheim.com" <ulrich.deschl@boehringer-ingelheim.com>, Daniel Dietrich <daniel.dietrich@uni-konstanz.de>, "fpg@altex.ch" <fpg@altex.ch>, Joanna Jaworska <jaworska.j@pg.com>, "Lisbeth E. Knudsen" <liek@sund.ku.dk>, "harald.krug@empa.ch" <harald.krug@empa.ch>, Marcel Leist <marcel.leist@uni-konstanz.de>, "Liebsch, Dr. Manfred" <manfred.liebsch@gmx.de>, "f.ohl@uu.nl" <f.ohl@uu.nl>, "walter.pfaller@gmail.com" <walter.pfaller@gmail.com>, "roman.kolar@tierschutzakademie.de" <roman.kolar@tierschutzakademie.de>, "Donald.Prater@fda.hhs.gov" <Donald.Prater@fda.hhs.gov>, "k.reid@eurogroupforanimals.org" <k.reid@eurogroupforanimals.org>, "Riedel, Dr. Wolfram" <Wriedel@bioservice.com>, "michael.schwarz@uni-tuebingen.de" <michael.schwarz@uni-tuebingen.de>, Troy Seidle <tseidle@hsi.org>, Thomas Singer <thomas.singer@roche.com>, "andrea.seiler@bfr.bund.de" <andrea.seiler@bfr.bund.de>, Nigel Skinner <nigel_skinner@agilent.com>, Bennard Ravenzwaay <bennard.ravenzwaay@basf.com>, Horst Wenck <Horst.Wenck@Beiersdorf.com>, "Martin.winter@cetics-ht.com" <Martin.winter@cetics-ht.com>, raija bettauer <raija.bettauer@verizon.net>

Subject: Re: CAAT Evaluation

And one missed already – sorry

Best,

Thomas

CAAT is an innovative platform that brings together scientists, researchers, regulators, professors keeping them updated in many and different topics on 3Rs, encouraging emerging issues dealing with a strategic vision. CAAT implements discussion, creates international networks, involves young scientists. I thank you and your team for all the work done so far, and CAAT activity is certainly

important for scientific community

Prof. Francesca Caloni
Università degli Studi di Milano
Department of Health, Animal Science and Food Safety

From: Thomas Hartung <THartun1@jhu.edu>
Date: Monday, August 24, 2015 at 6:52 AM
To: Thomas Hartung <THartun1@jhu.edu>, Mel Andersen <MAndersen@thehamner.org>, "tara.bartonmaclaren@hc-sc.gc.ca" <tara.bartonmaclaren@hc-sc.gc.ca>, "rbascom@psu.edu" <rbascom@psu.edu>, Kim Boekelheide <kim_boekelheide@brown.edu>, Leon Bruner <LBruner@gmaonline.org>, "Casey, Warren (NIH/NIEHS) [E]" <warren.casey@nih.gov>, Rodger Curren <rcurren@iivs.org>, David Dix <Dix.David@epa.gov>, "membry@ilsil.org" <membry@ilsil.org>, Suzie Fitzpatrick <suzanne.fitzpatrick@fda.hhs.gov>, "Dianne.garnes@novartis.com" <Dianne.garnes@novartis.com>, "james.j.freeman@exxonmobil.com" <james.j.freeman@exxonmobil.com>, "agasp001@umaryland.edu" <agasp001@umaryland.edu>, "mglidden@societyforscience.org" <mglidden@societyforscience.org>, Thomas Hartung <thartung@jhsph.edu>, "awallacehayes@comcast.net" <awallacehayes@comcast.net>, "eric.hutchinson@nih.gov" <eric.hutchinson@nih.gov>, "Juberg, Daland (DR)" <DRJuberg@dow.com>, Andy Klingenstein <aklingenstein@gmail.com>, "dkrewski@uottawa.ca" <dkrewski@uottawa.ca>, Mary McBride <mary_mcbride@agilent.com>, "naciff.jm@pg.com" <naciff.jm@pg.com>, "motieno@its.jnj.com" <motieno@its.jnj.com>, "Bernard.robair@mcgill.ca" <Bernard.robair@mcgill.ca>, "nrrose@jhsph.edu" <nrrose@jhsph.edu>, "arowan@humanesociety.org" <arowan@humanesociety.org>, Thomas Singer <thomas.singer@roche.com>, "psivac@ifraorg.org" <psivac@ifraorg.org>, Nigel Skinner <nigel_skinner@agilent.com>, "David.steup@shell.com" <David.steup@shell.com>, "Tennekoon@email.chop.edu" <Tennekoon@email.chop.edu>, "Thomas.Russell@epa.gov" <Thomas.Russell@epa.gov>, "eve@bernicebarbour.org" <eve@bernicebarbour.org>, "scooksey@gmaonline.org" <scooksey@gmaonline.org>, "mvey@ifraorg.org" <mvey@ifraorg.org>, "Carl.westmoreland@unilever.com" <Carl.westmoreland@unilever.com>, "dwilcox@rifm.org" <dwilcox@rifm.org>, Jim Yager <jyager1@jhu.edu>, Nathalie Alepee <nalepee@rd.loreal.com>, "sonja.v-aulock@uni-konstanz.de" <sonja.v-aulock@uni-konstanz.de>, Bas Blaauboer <b.blaauboer@uu.nl>, "karin.blumer@novartis.com" <karin.blumer@novartis.com>, "alexander.buerkle@uni-konstanz.de" <alexander.buerkle@uni-konstanz.de>, Francesca Caloni <francesca.caloni@unimi.it>, "Mardas.daneshian@uni-konstanz.de" <Mardas.daneshian@uni-konstanz.de>, "ulrich.deschl@boehringer-ingenelheim.com" <ulrich.deschl@boehringer-ingenelheim.com>, Daniel Dietrich <daniel.dietrich@uni-konstanz.de>, "fpg@altex.ch" <fpg@altex.ch>, Joanna Jaworska <jaworska.j@pg.com>, "Lisbeth E. Knudsen" <liek@sund.ku.dk>, "harald.krug@empa.ch" <harald.krug@empa.ch>, Marcel Leist <marcel.leist@uni-konstanz.de>, "Liebsch, Dr. Manfred" <manfred.liebsch@gmx.de>, "f.ohl@uu.nl" <f.ohl@uu.nl>, "walter.pfaller@gmail.com" <walter.pfaller@gmail.com>, "roman.kolar@tierschutzakademie.de" <roman.kolar@tierschutzakademie.de>, "Donald.Prater@fda.hhs.gov" <Donald.Prater@fda.hhs.gov>, "k.reid@eurogroupforanimals.org" <k.reid@eurogroupforanimals.org>, "Riedel, Dr. Wolfram" <Wriedel@bioservice.com>, "michael.schwarz@uni-tuebingen.de" <michael.schwarz@uni-tuebingen.de>, Troy Seidle <tseidle@hsi.org>, Thomas Singer <thomas.singer@roche.com>, "andrea.seiler@bfr.bund.de" <andrea.seiler@bfr.bund.de>, Nigel Skinner <nigel_skinner@agilent.com>, Bennard Ravenzwaay <bennard.ravenzwaay@basf.com>, Horst Wenck <Horst.Wenck@Beiersdorf.com>, "Martin.winter@cetics-ht.com" <Martin.winter@cetics-ht.com>, raija bettauer <raija.bettauer@verizon.net>
Subject: Re: CAAT Evaluation

Dear all,

Below the wonderful support with some very flattering statements we have received so far.

I hope I did not miss something in my inbox?

If you still want to contribute, please do so by Wednesday 26 Aug COB, when I return to the US.

Thanks a lot for your continuing support - for me the only reason for coming back from beloved Italy... ;-)

Thomas

Let me clearly state that I regard CAAT as a key and indispensable institution in the field of animal welfare. Your work is dearly needed, as you provide an international platform to exchange views and strategies, as you stimulate research in fields that may have been overlooked, and as you can raise your voice in public discussions where the scientific reality is sometimes sadly overlooked or disregarded. I wish you and your team continued success!

Dr. Horst Wenck
Corporate Vice-President

Beiersdorf

To me, CAAT brings together people and institutions/companies who share a common goal. CAAT is an excellent platform to share new technologies and new ideas to reduce our dependence on animal testing, without a "hype". The consultation with regulators and the years of experience of the leadership is very helpful to obtain a realistic view of what can be achieved within the next years.

Bennard van Ravenzwaay
Senior Vice President
BASF

Agilent Technologies, Inc. first began working with Dr. Thomas Hartung in 2009. We were attracted by his pioneering work to transform toxicology testing from traditional, high-dose testing in animals to an integrated systems approach. Systems approaches, based on human cell-based assays and multi-omics measurements to evaluate perturbations in key cell signaling pathways are at the forefront of toxicology and are the best available science. As the Director of the Center for Alternatives to Animal Testing (CAAT), Thomas is a tireless champion for systems toxicity testing approaches. He sees the future of toxicological testing as increasingly based on omics technologies. Agilent recognized Dr. Hartung's work with an Agilent Thought Leader award in 2010, and we continue to support his efforts through collaborative projects and CAAT sponsorship.

In addition to pioneering an integrated systems approach to toxicity testing, Thomas is also leading change in a number of areas that are key to transforming toxicology; examples include Thomas's work to establish evidence-based approaches to toxicology, his efforts to develop integrated testing strategies, and his work to develop quality assurance and validation standards and methods. These efforts are truly the results of

visionary thinking as Thomas is laying the groundwork to accelerate adoption of new approaches to toxicity testing that go far beyond the demonstration of what is scientifically and technically achievable.

Agilent continues to view Thomas and CAAT as a nexus of scientific capabilities and policy expertise, with an extraordinary “connectedness” to other leading experts across academia, government, and industry. Under Thomas’s leadership, CAATS has emerged as the broker for bringing together stakeholders early to surface both challenges and opportunities and Thomas’s track record in this regard is unmatched.

Agilent’s partnership with CAAT has been very successful and mutually beneficial: Agilent has enjoyed introduction to Thomas’s extensive global toxicology network, and our collaborations have resulted in opportunities for scientific papers, posters, press releases and various marketing collateral; most importantly, because of our joint efforts, Agilent is seen as a solutions provider and partner to toxicologists.

Mary McBride
Systems Toxicology and Disease Research Marketing Manager
Agilent Technologies, INC.

CAAT scientists have compiled a comprehensive collection of literature on a vast array of aspects of alternative methods. The papers include primary research papers, informative reviews and the highly cited Food for Thought ... and t4 Report / t4 Workshop Report contributions. This collection is an extensive source of information for scientists entering or working in the field, for scientists seeking alternative methods that could be applied in their own field, for regulators to keep track of innovations in the field and for the interested public to be informed of the current status and future perspectives of the field. The manuscripts reflect the successful work of CAAT in getting stakeholders from academia, industry and the regulatory area to cooperate and bring the field forward. They form an impressive track record for CAAT and the contributions published in ALTEX have been cited so highly that they have boosted the impact factor of that journal over the past 5 years to a level that has made it much more noticeable to scientists from other fields and is changing the mindset of scientists towards alternatives to animal experiments. There is still much work to do in the field and CAAT is leading the way internationally.

Dr Sonja von Aulock
Editor in Chief
ALTEX

I have had the honor and pleasure of being a member of the Board of CAAT since 1989. Over the many years that I have been involved with CAAT, I have seen many changes. CAAT has set the international standard as the impartial, science driven organization that promotes the 3 R’s and animal welfare yet appreciates the need for humane studies with animals when it is essential. However, under your

leadership CAAT has been expanded to encompass not only the promotion of science in the field of Alternatives but also extended to take an active role in this critical area of research. Your leadership in the creation/promotion of CAAT-Europe exemplifies the added international dimension you bring to CAAT.

The dynamic leadership of the founding Director, Alan Goldberg, has been expanded by your taking more of an active voice with the public and on the world scene for the promotion of alternatives and of including the vision of the NAS report on "Toxicology in the 21st Century" as an integral element of the work done at and by CAAT. You have worked to maintain the essential collaboration that exists on the CAAAT Board between senior industry, academia and government representatives.

I am confident that CAAT is in outstanding hands and that it will continue to have an ever-increasing influence at the national and international levels.

Bernard Robaire, PhD, FRSC
James McGill Professor
Departments of Pharmacology and Therapeutics
and of Obstetrics and Gynecology
McGill University

Eurogroup For Animals and Deutscher Tierschutzbund are the two animal welfare organisations based in Europe who sit on the Board of CAAT-EU. Even though we have actively followed and supported the work of CAAT-US for many years, our main collaborations are more recently with CAAT-EU in particular. It was set up during the leadership of Thomas Hartung. We welcome the transatlantic link that CAAT brings. In June 2014, Eurogroup chose CAAT-EU for our award for *Partner Raising Standards for Animal Welfare*, Brussels.

We welcome that the presence of CAAT-EU has led to increased resources (manpower, money, brainpower) available for 3Rs activities in Europe. They have also coordinated and participated in numerous scientific/stakeholder events to foster activities on specific 3Rs issues. One standout success from 2015 was the *MEP 3Rs Scientist Partnering Scheme* organised by CAAT-EU in the European Parliament, however their numerous dedicated symposiums bring together the top scientists to discuss the latest advancements on the 3Rs.

We wish for the continued success of CAAT and hope to see that its presence will continue to bring the much needed resources needed to promote the 3Rs.

Kirsty Reid, Scientific Officer Research Animals, Eurogroup for Animals
Kristina Wagner, Head of Department for alternatives to the use of animals
in research and testing, Deutscher Tierschutzbund

As one of the few members of CAAT not directly involved in scientific research, but Trustee of a Non-Profit Foundation which supports Animal Welfare in the United States, I call to your attention the unique qualities of CAAT. Being the only one of its kind has inspired any number of students, educators, and researchers. CAAT stands alone in its research endeavors always with animal welfare considerations; its mission guided most recently by Alan Goldberg, and now by you. CAAT is a very important resource!

Eve Lloyd Thompson
Bernice Barbour Foundation, Inc.

1. As others have noted I believe CAAT has a critical and possibly unique role in bringing together different individuals and organizations interested in this topic. I do not think there is any other venue where representatives of so many different groups can come together and get past the politics to the real issues. This must be nurtured and continued.
2. The CAAT research program is producing some impressive results, but should not overshadow the organization's role as a catalyst for research. CAAT is free to encourage innovation in areas that may be too preliminary for conventional funding sources. I believe that the seed money grants over the years have had a very significant impact.

David Steup
Senior Toxicologist
Shell Oil Company

I would like to express my appreciation to you for your leadership of the CAAT organization. As the Novartis representative to the CAAT Board, I can say with certainty that we rely upon this organization for innovation and forward movement in the area of alternatives to animals use. CAAT provides the opportunity for information exchange, and the evaluation and feedback of new technologies. It also gives us a forum within the biomedical community for the dialogue needed to challenge the status quo and bring applicable scientific advances to the forefront.

Now more than ever, continued leadership from CAAT is needed to offer positive developments in response to growing concerns over the use of animals in research.

Thank you for the pursuit of this mission.

Dianne Garnes
Director, Animal Welfare Compliance
Novartis

From: Thomas Hartung <THartun1@jhu.edu>

Date: Thursday, July 30, 2015 at 3:24 PM

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Subject: CAAT Evaluation

Dear CAAT board members, supporters and friends,

As you will know from our financial reports, about 60% of the CAAT budget (beside the research funds) comes from an anonymous donor. The request for a self-study, which we received from our Dean during the board retreat, comes from there, in order to determine our future support.

I have been working with a committee of five distinguished faculty members on this, who also carried out a number of interviews, using a lot of the materials from our self-evaluation.

I now would like to ask your help. To the extent you feel comfortable, could you please appraise with short statements, how you perceive the role and work of CAAT under my leadership and the new directions we are taking?

I would like to provide this to the committee for possible inclusion in the report. This could have enormous impact for the continuing support of CAAT. May I ask you to send such statements within the next two weeks? Your help is really appreciated.

Best,
Thomas